

### Directional Shift 1: The Place and the Park, on a Landscape Scale

Our Focus:	2017-18 priority actions	Progress (RAG)
1. The Dark Peak	We will define, and have support for, our strategic direction for Stanage North Lees within the wider landscape.	GREEN
2. The SW Peak	We will have secured HLF funding and match funding to start the SW Peak Landscape Partnership Scheme delivery phase plus HLF agreement to a phased approach to future match funding requirements.	GREEN
3. The White Peak	We will know what the opportunities are for the NPA to develop an integrated management project in the public sector across the White Peak.	AMBER
4. The Whole Park	We will be offering an integrated conservation service to land managers.	AMBER

Corporate Indicator	Target 2017-18	Status at Q3
<b>Stage of development of landscape scale partnership programmes</b> a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership	<b>Stage of development</b> a) Mature Partnership b) Strategic Plan c) Vision d) Vision	a) achieved b) achieved c) on target d) on target

### Overview:

The White Peak Partnership now has clear governance and has established task and finish groups for key tasks; a stakeholder workshop during the quarter has refined the vision for the Partnership. The Moors for the Future Partnership continues to deliver restoration on the ground and continues programme development with partners and landowners. The South West Peak Landscape Partnership is now actively in the delivery stage. As in the previous quarters, the questions raised following the EU referendum about agri-environment schemes and the wider Rural Development Programme, the EU Environment Programme, EU environmental protection and EU designated sites remain unresolved, although Brexit discussions have progressed in the last quarter. The Authority continues to actively seek to influence future policy and support systems for the delivery of public benefits by the uplands and protected landscapes. Work has continued on the development of an integrated conservation service for land managers and communities, at a slower pace than anticipated, but with progress expected in Q4 as vacant posts have been filled. In December TfN announced that the full Trans-Pennine tunnel was not being progressed because of high costs, and that a shorter tunnel with major upgrades within the National Park would be part of a Strategic Transport Plan to be published for consultation in January.

**Progress against priority actions/indicator targets:****Dark Peak:**

- The RSPB's Birdcrime report and Bird of Prey Initiative report were published, documenting the fortunes of key birds of prey alongside confirmed or suspected incidents of persecution in the moorland areas of the Peak District during 2016 and 2017. It highlighted that Peregrines have failed to breed in the Dark Peak for the first time since they recolonised in 1984 and that persecution has been a factor in this. The Authority has made its position clear and is working with partners, including the Moorland Association on this issue.
- A bid was submitted to Defra's capital grant scheme for the restoration of peatland for £4.8m - we will know if this has been successful around 19 January.
- The Defra Uplands team visited MFFP programme team on a fact-finding mission to learn more about project set up and management of peatland projects.
- MFFP is a partner in University of Manchester's successful bid for NERC funding for to research into the benefits of landscape-scale conservation to communities at risk of flooding in the Peak District. We have also secured funding from the Environment Agency to identify priority areas for Natural Flood Management in the Derbyshire Derwent catchment, which will include areas within the Dark Peak and White Peak.
- MFFP's Community Science Project won the prestigious 2017 Campaign for National Parks 'Park Protector' award. HLF confirmed additional funding for the project, allowing it to continue to December 2018.
- The £55,000 target for matched funding for the Breeding Bird Survey has been reached with pledges from various partners to assist Natural England if they are successful with their internal bid for funding this project.
- In order to secure future funding under the water companies' price review mechanism (PR19) the partnership is working with water companies to identify works that could be funded within PR19 and has produced a *Plan for water in the upper catchments of the South Pennines until 2030*.
- MoorLIFE 2020-funded Bogtastic van was delivered and its first outing took place at Halifax Fire and Rescue Service in December. A full programme of public engagement is being drawn up.
- MFFP's Moor Business application to HLF to update business processes was unsuccessful for the second time. The programme team plan to review and resubmit in 2018.
- Capital works to the end of December through MoorLIFE 2020, working with ML2020 partners and through the Private Lands Projects: Bare peat revegetation: over 9 ha of heather brash and 150 ha of fertiliser application; 35ha of cutting for sward diversification; Gully blocking works: over 3000 dams; Sphagnum application approx. 180 ha of works; Bracken spraying approx. 60 ha.
- Officers have liaised with the Sheffield Wildlife Trust on the "Sheffield Lakeland" Landscape Partnership and are seeking to clarify areas of responsibility where the two partnerships overlap.
- Sheffield Moors Partnership – work has continued with partners on the coordinated management and delivery of the Sheffield Moors Masterplan.
- Work on moorland tracks has been the subject of further discussions with landowners, Natural England and the Moorland Association. Officers sought external legal advice to establish whether planning permission is required for repairs/alterations to tracks and are now communicating this to landowners.
- Discussions have continued following the meeting of the Moorland Association, Authority officers and Natural England officers at Chatsworth in May 2017 on four key areas: visitor engagement, moorland fires, sustainable and resilient moorland management and moorland birds.

South West Peak:

- The South West Peak HLF-funded Landscape Partnership is well into its first year of delivery and has been promoting its work and objectives, with an article in Parklife, news releases, social media posts and attendance at Manifold and Leek shows.
- As noted in Q2, the Institute for Apprenticeships is re-examining many apprentice standards which they have previously approved for development and delivery. The Countryside Worker standard is now no longer approved and work is ongoing to address the issues raised and seek to obtain approval for the standard once again. As this apprentice standard is a key element of the SWP Future Custodians project which is planning to employ 6 Countryside Worker apprentices over the next 4 years, contributing to the Authority's commitment under Defra's 8-point plan, this is now a risk for the Authority. Officers have raised this issue with Government. It is now the intention to run the first cohort of 3 apprentices using the existing Environmental Conservation Framework, then migrate to the Countryside Worker Standard once this is approved.
- Further appointments have been made to South West Peak Partnership posts, both by the Authority and by partners. Thirteen of the eighteen projects are now well underway and recruitment is completed for two more posts based at the Authority.
- An external evaluation consultant is working with the South West Peak Partnership through the delivery phase to ensure effective delivery of outputs and outcomes and support production of a legacy plan. The consultant has reviewed and revised the Monitoring & Evaluation Framework for the partnership and has worked with project leads to refine individual project evaluation plans.
- The Programme Board continues to meet to monitor and review progress on individual South West Peak Partnership projects. Work has continued to find additional match-funding to fill the remaining gaps. This quarter a Countryside Stewardship Facilitation Fund grant of £55,000 has been approved, bids for a further £16,000 have been submitted and outcomes are awaited.

White Peak:

- The White Peak Partnership Steering Group has agreed the terms of reference and work plan. A vision task and finish group has developed draft vision options which were shared with the wider partnership at a workshop in November. Stakeholder project ideas were also shared and prioritised at the White Peak Partnership workshop and these will be considered further by the Steering Group in Quarter 4.
- A Brexit task and finish group has also been established to look at whether the White Peak could be used as an example of how a future support system could address local circumstances whilst operating under a national framework.
- Natural England has funded initial scoping and mapping of opportunities to focus on key areas of existing species rich habitat and where these could be made 'bigger, better, joined up and more'.

Whole Park:

- Countryside Stewardship Scheme support has continued and the Higher-Tier application for Authority's North Lees/Stanage Estate has been completed and submitted, 10 Mid-Tier applications have been completed and submitted which if successful will deliver conservation management of around 250 hectares, attract annual payments of £32,000 and capital works grants of over £120,000. A further 12 farmers have been assisted with their applications/agreements. The Authority's Farm Advisers continue to act as sub-contractors for the delivery of nationally procured Countryside Stewardship advice in the Peak District.
- A pilot Traditional Building Restoration grant scheme has been developed by Natural England, Historic England and five upland national parks including the Peak District. The scheme has a limited

budget and will only be available in the five national parks who have been involved in its development. Details are still being agreed and the scheme is expected to be open for applications in Quarter 4.

- The Landscape Enhancement Initiative grant applications for the Longdendale Valley for both phase 1 £200,000 grant (£270,000 total including partner contributions)) and phase 2 £180,000 (£240,000 total including partner contributions) have been successful and once contracts have been signed landscape enhancement works will begin in 2018/19.
- The opportunity to work with the Woodland Trust and the Forestry Commission on a potential HLF bid for the replacement of individual trees in the landscape in advance of Ash Die Back is being explored.
- The current Woodland Trust and Peak District National Park Authority Partnership arrangement for small scale woodland creation is in its third and final year; opportunities to extend this arrangement for a further period will be explored in Quarter 4.
- A Land Manager's Forum meeting was held this quarter with presentations from the Results Based Support Scheme Pilot from the Yorkshire Dales National Park stakeholders and farmers representing the main farm types in the Peak District. It was agreed that two sub groups would be formed, one to develop a Peak District "ask" post-Brexit and a second one to develop the sustainable and resilient moorland management issue as identified through the work with the Moorland Association and recent moorland meeting at Chatsworth.
- The Pedal Peak for Business strand of the European Regional Development Fund (ERDF) funded "Growing and Developing the Visitor Economy Sector within Derbyshire Programme" continues to work with local businesses and, after a slow start, increase in the business support and Pedal Peak grant is beginning to grow. This quarter the number of grant enquiries rose to 79 and four businesses have now been offered grants. One of the key project outputs has also been achieved this quarter with the production of the Peak District Cycle Tourism Toolkit, an online guide for businesses on how to attract the cycling market and benefit their business.
- The Peak District Environmental Quality Mark (EQM) award ceremony and networking event was held at Chatsworth Stables this quarter and the Peak District National Park Authority presented twelve businesses which support their local community, economy and environment with the award.
- Work continued on the development of an integrated conservation service; this has taken longer than anticipated because of other work pressures and vacancies with key staff, but progress should be made in Q4.
- Officers continue to be involved in discussions with TfN and Highways England on Trans-Pennine road proposals. The Authority is a member of the Project Board, to ensure proper consideration of National Park interests. In December TfN announced that the full Trans-Pennine tunnel was not being progressed because of high costs, and that a shorter tunnel with major upgrades within the National Park would be part of a Strategic Transport Plan to be published for consultation in January.

#### **Issues arising and action to address:**

- a) The debate about the sustainability of some aspects of grouse moor management including burning on deep peat, birds of prey, wildlife management and new and upgraded moorland tracks has continued. The Birds of Prey report was published during the quarter and highlights problems facing populations in the Peak District moorlands. The Authority continues to work with partners on this and is supporting a bird survey in 2018. External legal advice has clarified the position regarding works to

moorland tracks and officers have contacted moorland owners to set out the position in specific cases where unauthorised work may have taken place.

- b) Future funding of landscape partnerships is a constant focus for MFF and SWP partnerships. Discussions continue with the Environment Agency to determine whether they will contribute to core funds to MFFP. A bid was submitted to the DEFRA Peatland Fund, and a manifesto has been produced for PR19 funding from Water Companies. Further funding bids continue to be made by the SWP team.
- c) The Institute for Apprenticeships position on the Countryside Worker is a risk to the South West Peak Future Custodians project which is planning to employ 6 Countryside Worker apprentices over the next 4 years. Officers have sought to raise this issue with Government.
- d) Discussions continue with key partners (Derbyshire Wildlife Trust, Natural England, Environment Agency, National Trust) on the further development of the vision and governance of the White Peak Landscape Partnership.
- e) Uncertainty continues over the availability and participation in the national Countryside Stewardship Scheme, changes to the scheme for the 2018 application window and what could replace it and the Basic Payment Scheme when the UK leaves the EU. The Authority is actively involved in influencing future policy and support payments to deliver public goods in the uplands and protected landscapes through the NPE 'Future of Farming' group, Stakeholder Groups and events. The Authority is actively working with the Land Manager's Forum and other national parks to influence future policy to support payments.
- f) The announcement that a full Trans-Pennine tunnel is not being progressed was not a surprise but the alternative scheme of a shorter tunnel with major upgrades to the A628 in the National Park is likely to present a major challenge to Authority's position on road building in the National Park. The Authority has committed to working with TFN and Highways England to ensure that the special qualities of the National Park are protected and that any scheme provides net environmental benefit.

**Risk implications:** Covered in the above commentary.

**Directional Shift 2: Connect people to the place, the park**

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support.	We will have examined the feasibility of a Charity Vehicle and, if deemed appropriate, established one.	AMBER
2. Improve access to the National Park for less represented audiences, in particular young people under 25.	We will have identified the best channels through which to engage young people.	GREEN
3. Improve access to the National Park for less represented audiences, in particular people with health inequality.	We will have identified the best channels through which to engage people living with health inequality and identified funding sources.	GREEN
4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters.	We will have identified the range of volunteering opportunities we need for the Peak District National Park and have systems and resources in place to effectively deliver these volunteer experiences.	GREEN

Corporate Indicator	Target 2017-18	Status at Q3
<b>2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:</b>		
<b>a) young people under 25</b>	a) 19,846 (+5% vs. 2015-16)	a) Not reported at Q3
<ul style="list-style-type: none"> <li>young people – informally via our assets (cycle hire, visitor centres, trails, campsite)</li> </ul>	a i) Baseline	a i) 35,675
<b>b) people living with health inequality (particularly mental wellbeing)</b>	b) Baseline	b) Not reported at Q3
<ul style="list-style-type: none"> <li>people living with a health inequality - informally via our assets</li> </ul>	b i) Baseline	b i) 25,125
<b>c) volunteers (expressed as volunteer days)</b>	c) 10,003 (+5% vs. 2015-16)	c) Not reported at Q3

**Overview:**

In Q3 the Visitor Experience Service has started to focus on the number of people who are experiencing the benefits of the National Park from our target audiences by visiting our Visitor Centres, Trails, Campsites and Cycle Hire Centres. This is important work to fully understand the opportunities provided via our assets. Work on the feasibility of establishing a charity vehicle is continuing through



the Charity Working Group and we have purchased a new volunteer management system, to be introduced in Q4.

**Progress against priority actions/indicator targets:**

- A subset of data for Corporate Indicators 2a and b has been included in this quarter's report based on a combination of data collected at source and extrapolation of the latest Service User Survey results. In 2018 a more refined method of gathering this data will be developed to provide greater accuracy. These numbers are significant and should be considered in tandem with the commercial income contribution that is delivered by the same assets. A total of 740,000 individuals p.a. experience the benefits of the National Park through facilities directly provided by the Authority.
- Play Wild HLF funded project has now been successfully delivered and we hosted the celebration event at Aldern House with representatives from Wildlife Trusts, Local Authorities, RSPB, National Trust and Derby University amongst the attendees. Both the WLTs and NT are looking at using the code and logo developed as part of the project nationally.
- A workshop was held with Public Health England and public health representatives from local authorities where ways for joint working were discussed. Several next steps are now being explored including looking at how we can share data to target projects.
- Good progress has been made on the restructure. In the Outreach team all but one post is now filled and many people are starting their new roles on 1st January. We expect the team to be complete by the end of Q4.
- We have now purchased a volunteer management system (Better Impact) and will be implementing this and training key staff in Q4.
- The Charity Working group, set up by the Authority, continued to meet. It heard presentations from key personnel leading the establishment of charities in the South Downs National Park and North York Moors National Park. Draft results from the research being undertaken to assess the appetite for giving will be available for the group during Q4.
- Mend our Mountains Campaign, a joint-venture fundraising initiative with the charity arm of the British Mountaineering Council was officially launched in November 2017. A national programme involving a number of other National Parks, Mend our Mountains is looking to raise significant sums for access improvements on the Cut Gate and Great Ridge trails in the PDNP. Its public launch will take place in Q4.

**Issues arising and action to address:**

- g) **Focus: Priority Action 1** - We will have examined the feasibility of a Charity Vehicle and, if deemed appropriate, established one – Amber. **Issue:** The Authority's decision to progress this action via a Working Group has had implications for the speed of progress. **Action:** None. Continue to progress through Charity Working Group.

**Risk implications:**

- None

**Directional Shift 3: Visitor experiences that inspire and move**

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour.	We will have identified key audiences and behaviours that sustain the special qualities of the Peak District National Park and be developing an understanding of what those audiences feel/know about us.	GREEN
2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for.	We will have an access service delivering a responsive service and have a programme of: <ul style="list-style-type: none"> <li>• Site based maintenance and improvements for key visitor locations</li> <li>• Prioritised action on regulation</li> <li>• Engagement with people, recognising and valuing access in the Peak District National Park</li> </ul>	GREEN
3. Provide quality new experiences that will generate new income to fund the place.	We will be maximising the impact of the refresh to all our Visitor Centres to support: <ul style="list-style-type: none"> <li>• Enhanced customer service engagement</li> <li>• Income generation</li> <li>• Fundraising</li> <li>• Promoting understanding</li> </ul>	AMBER

Corporate Indicator	Target 2017-18	Status at Q3
<b>3. Brand awareness and understanding among existing audiences and potential supporters:</b>		
a) % who know about the PDNP (compared with other comparator organisations/ causes)	a) Research commissioned	Brand Research underway to assess appetite for giving – draft results due Jan 2018
b) % who understand PDNP potential benefits/ services	b) >90%	67%
c) % who feel positive towards the PDNP	c) >90%	100%
d) % who are willing to support the PDNP	d) >90%	68%
<b>4. Customer satisfaction with the PDNP experience</b>	>90%	97%

**Overview:**



The engagement figures set out in the commentary for Cornerstone 1 and Shift 2 indicate the progress made in identifying and connecting with key audiences. We still have some way to go in reaching under-represented groups en masse, particularly BAME communities. The regulatory programme covering access routes has continued to plan, while improvements to all visitor centres are progressing slightly slower than planned.

**Progress against priority actions/indicator targets:**

- The new Countryside Maintenance and Projects Team has been appointed and are working with the Visitor Experience Development Team to develop a maintenance and improvement schedule for key visitor locations.
- The refresh of Castleton Visitor Centre has been maximised.
- An initial application for LEADER funding has been submitted to support development of Millersdale Station as a quality visitor experience and substantial work has been undertaken by PST to create plans for the site.

**Issues arising and action to address:**

- h) **Focus 3, Priority Action** 'We will be maximising the impact of the refresh to all our Visitor Centres' – Amber. **Issue:** Capacity and seasonal conditions have delayed improvements to Bakewell Visitor Centre. **Action:** A plan is now in place with PST to deliver the work in two phases over the forthcoming 12 months.
- i) **Indicator 3.b)** % who understand PDNP potential benefits/services – Red. **Issue:** Service user survey may not be the most representative method of gathering this data. **Action:** Research is underway to improve our insight in to audiences and their understanding of the PDNPA. Unlikely to see results of this work until Q4.
- j) **Indicator 3.d)** % who are willing to support the PDNP – Red. **Issue:** Service user survey may not be the most representative method of gathering this data. **Action:** Research is underway to improve our insight in to the propensity of people to support the place, the authority and a potential charity. Unlikely to see results of this work until Q4.

**Risk implications:**

- There will be an impact on achievement of income targets by Bakewell Visitor Centre but this cannot be accurately quantified. Originally anticipated work would be completed in Q3 of 2017/18.

**Directional Shift 4: Grow income and supporters**

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Increase our income from giving. 2. Achieve our commercial programme income targets. 3. Develop / establish sponsorship relationships. 4. Secure external funding for major programme and partnership delivery.	We will have defined our brand positioning to support our Corporate Strategy on fundraising development, income generation and outreach.	AMBER
	We will have implemented changes to our car park management and effectively communicated them.	AMBER
	We will have approved short and long term plans for Millers Dale.	AMBER

Corporate Indicator	Baseline 2015-16	Target 2017-18	Q3 Status		
<b>5. Amount and proportion of income by source:</b>		5. a) Commercial increase: 5% by 2018-19  5. b i) Donations increase: 50% by 2018-19  2. d iii) Donations increase: 50% by 2018-19	Actual & (Proportion)	vs. last year	vs. plan
<b>a) Commercial</b>	£2,162,394 (17.8%)	No target	£1,636,646 (13.7%)	0.2%	
i) Conservation & Planning	£362,909	No target	£263,989	15.3%	
ii) Commercial Devpt & Outreach	£1,610,618	£1,664,306	£1,308,363	-0.5%	5%
iii) Corporate Strategy & Devpt	£188,867	No target	64,2984	-27.5%	
<b>b) Donations</b>	£40,255 (0.3%)	No target	£21,558 (0.18%)	-56.9%	
i) Donations (exc. legacy)	£34,230	£45,640	£21,558	-46.1%	-37%
<b>c) External funding*</b>	£3,584,952 (29.5%)	No target	£4,232,212 (35.37%)	-4.4%	
<b>d) Defra grant*</b>	£6,364,744 (53.4%)	No target	£6,075,000 (50.77%)	11.1%	
<b>e) Total income</b>	£12,152,345	No target	£11,965,416	3.3%	
<b>2. d) Non-trading income supporters (donors)</b>					
i) Number of donations	Baseline	No target	19		

ii) Average value of donations	Baseline	No target	£386.74
iii) Number of donations (exc. legacy)	151 (16/17)	227 annually by (17/18)	19 (73 Donations Q1,2 & 3)
iv) Average value of donations (exc. legacy)	Baseline	No target	£386.74

\*Some quarterly distortions will appear for proportions of Defra Grant and External Funding due to accounting process.

### **Overview:**

The introduction of better car park management practice in partnership with Derbyshire County Council has moved forward with Derbyshire County Council's committee approving plans during Q3 and our proposed changes to the byelaws in relation to parking charges received no objections. A scheme for Millers Dale Station is being developed by PST and an initial LEADER application for funding in relation to this initiative has been submitted.

### **Progress against priority actions/indicator targets:**

- In addition to the deliberations of the Charity Working Group, a new CRM (Customer Relationship Management) system has been agreed and licenced from ThankQ. The system is also used by South Downs National Park, Northumberland National Park and the Canal and Rivers Trust). Implementation kicks off Feb 2018. This will enable the PDNPA to begin to build supporter communications programmes, boosting opportunities for making fundraising asks and improving understanding of supporter motivations and behaviours.
- We anticipate an increase in donations to the joint-venture Mend Our Mountains fundraising campaign following a strong start with a significant gift from a major donor at the official launch of the initiative this quarter.
- Progress has continued to be made on the potential significant legacy bequeathed to the PDNPA. It is hoped that a report to members for authorisation to accept the legacy will be made in Q1 of the next financial year.
- Car park charge increase programme continued, slightly behind schedule.
- Plans for short-term improvements to the visitor experience at Millers Dale continued to progress.
- Trading income at visitor centres has been under pressure – as per all retailers. The new food and beverage concession at Castleton has performed well; a review of a full year's trading at the end of Q1 next year will provide a fuller picture on how this addition to how the visitor experience has impacted on satisfaction levels.
- Warslow Moors Estate and Cycle Hire continued to have strong revenue performances.

### **Issues arising and action to address:**

- First priority action** – Amber. **Issue:** We are awaiting the audience research before finalising the brief on the appropriate brand narrative for the place and Authority to ensure it is in line with our fundraising and outreach propositions. **Action:** Research findings due in early 2018 and a number of agencies have been approached to discuss potential approaches to creative.

- b) **Second priority action** – Amber. **Issue:** behind schedule but significant progress has been made on changes to how we manage our car parks. The changes to our byelaws received no objection and we are now waiting for them to be sealed by the Secretary of State. **Action:** None possible.
- c) **Third priority action** – Amber. **Issues:** Capacity, mainly within PST but also VED. **Action:** Schedule agreed with PST.
- d) **Corporate Indicator 5.b.i) Donations** – Red. **Issue:** Value. The lower than planned performance vs. last year is due to inclusion in Q1 of a £17K donation from our involvement in BMC Mend Our Mountains campaign. The performance vs Plan is driven by the difference in the shape and timings of our donations and our lack of active supporter management. **Action:** CRM (Customer Relationship management package) agreed and licenced from ThankQ (also used by South Downs National Park, Northumberland National Park and Canal and River Trust). Implementation in Feb 2018

**Risk implications:**

- No change

**Cornerstone 1: Our assets**

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Reduce the size of our property portfolio and retain what we need	We will have reviewed, and be on target with, disposals of our woodlands and minor properties.	GREEN
2. Ensure that the Trails, Stanage, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts	We will have an up-dated Asset Management Plan which aligns with the Corporate Strategy and sets out the need and scope for improvement in a targeted way.	AMBER
3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective		
4. Increase the value of our brand and its reach		

Corporate Indicator	Target 2017-18	Status at Q3
<b>6. Percentage of assets that meet the standards set for:</b>		
a) Maintenance	Baseline	Not reported at Q3 (annually)
b) Environmental performance	Baseline	Not reported at Q3 (annually)

**Overview:**

There is good operational management of the PDNPA assets that have been given strategic certainty. Challenges still exist in terms of financing long-term maintenance and development, but work is ongoing on how best to derive new income streams to support this work. In addition, a new approach to strategic asset development and management is being led by the Corporate Property Officer (and will be presented at this Audit, Resources & Performance Committee). Work on the brand is now gathering pace as a result of having the full complement of senior marketing and communications staff in place.

**Progress against priority actions/indicator targets:**

- The asset disposal programme has continued – a full report on woodland sales will be provided as a separate item at this Audit, Resources & Performance Committee.
- Similarly, the financial performance of Stanage-North Lees, Warslow Moors Estate, Cycle Hire Centres and other assets will be provided as a separate item at this Audit, Resources & Performance Committee.

- A proposed approach and timetable for the development of a comprehensive, strategic asset management plan will be presented to members for sign-off at this Audit, Resources & Performance Committee.
- In terms of brand value and reach, the past quarter has seen a new PDNP brand video finalised ready for use in January 2018.
- The PDNP brand narrative work is ongoing with quotations and creative approaches being sought from a number of agencies.
- Managing our brand reputation saw the Birds of Prey initiative report published and communications managed around the reaction by various stakeholders. Similarly, work with partners and stakeholders on the Transport for the North Trans-Pennine Tunnel initiative resulted in a well-managed media response.
- In terms of brand reach we have seen growth in the following digital platforms: Twitter, Facebook, LinkedIn, Pinterest and YouTube.
- The biggest stories in these channels during the quarter were as follows:

#### **Twitter**

- 15/11/17 – PDNPA career opportunities – 152.5K reach
- 24/11/17 – Black Friday; Peak District 100% free to explore – 150.8K reach
- 05/12/17 – Parrots in the Peak District – 115.6K reach
- 05/12/17 – International Volunteer Day – 113.7K reach

#### **Facebook**

- 16/11/17 – Castleton Lights Switch-On – 29K reach
- 19/12/17 – ‘Snowbow’ – 17.1K reach
- 13/12/17 – Ice on Kinder Scout – 13.3K reach
- 08/12/17 – First snow of winter – 12.5K reach
- 15/11/17 – PDNPA career opportunities – 10.6K reach
- Face-to-face reach of the brand with key audiences will be reported in later sections of this report covering Shifts 2 and 3.

#### **Issues arising and action to address:**

- k) **Priority Action 2 – Amber. Issue:** Considerable work required on the appropriate scale of Asset Management Plan for the Authority. Significant progress has been made by the CPO but the ambition to have an Asset Management Plan in place in 17/18 was probably unrealistic.  
**Action:** Development work will continue with a new timescale to be proposed by the CPO.

#### **Risk implications:**

- None



**Cornerstone 2: Our services**

Our Focus:	2017-18 priority actions	Progress (RAG)
4. Deliver our services in a customer focused way	We will have an extended paid-for advice service for conservation.	GREEN
5. Ensure clear policies are in place through facilitated and effective engagement and communication	We will have partners indicating their commitment to Special Qualities.	GREEN
6. Ensure appropriate regulatory action	We will be communicating the clear value of our performance on enforcement.	GREEN

Corporate Indicator	Target 2017-18	Status at Q3
7. Proportion of planning appeals allowed	<30%	50% (3 of 6)
8. Proportion of planning applications determined in a timely way		
a) 13 weeks – major	a) >70%	a) 100%
b) 8 weeks – minor	b) >70%	b) 75%
c) 8 weeks – other	c) >80%	c) 85%
d) 13 weeks – county matters	d) >70%	d) 100%
9. a) Number of enforcement cases resolved	30 per quarter	33
9. b) % of enforcement enquiries (excluding minerals and waste) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	>80%	72%
10. Customer satisfaction with Planning Service:		
a) Applicants/ agents	>75%	No data
b) Parish councils	>70%	No data
c) Residents	>38%	47%*
d) Pre-application advice	>75%	65% **
11. a) Number of complaints received	<20	2
11. b) % complaints dealt with in accordance with agreed deadlines	>90%	100%
11. c) Satisfaction with first and second lines of enquiry (planning)	Baseline	78%

\* Residents' Survey every 3 years (Baseline 2012, data 2016) \*\* Based on 2016/17 survey

**Overview:**

Work on Development Management policies has progressed, following a number of Member Steering Group meetings in September. Following consultation on the published plan earlier in the year a set of modifications were considered by Authority in October 2017. Public consultation on these changes commenced in November, and is due to finish in January 2018. The next step will be to submit the plan, the modifications and all the representations early in the New Year, thus triggering the examination stage, in early summer 2018. The Authority's influencing role has included ongoing dialogue with Constituent Authorities, particularly on housing policy and specific proposals. The NPMP update work is on track, with an annual conference/workshop taking place on 4 October at Thornbridge Hall.

**Progress against priority actions/indicator targets:**

- The update on the National Park Management Plan continues to progress with a workshop with partners in in October to develop the delivery plan. This was discussed with Members at a workshop in December.
- There was widespread support for the special qualities (SQs) but some merging of SQs and rewording was proposed. There was widespread support for the areas of impact, so we do not intend to change these. We have added some further intentions to some of the areas of impact, with some changes to the wording.
- Annual Parishes Day took place on 30 September, with 41 parish councillors attending. The main discussion was on special qualities, with further updates on neighbourhood planning, our offer to communities, mobile and broadband update, and South West Peak Landscape Partnership
- Performance on planning application determination was above target in the last quarter, well above the figures set by the Government for "under-performing" LPAs, including the performance on 3 major applications (3 apps, 100% in time). The improvement in performance should be maintained as the Development Management service is largely at full resource, with 4 posts being filled in November, including the Head of Service. Of 257 planning, listed building applications and other applications prior notifications, non-material amendments and discharging of conditions) determined, nearly 90% were approved. In addition to this the Service also dealt with 167 planning enquiries, of which 50% were completed within 15 working days. This is an improvement on the last quarter and should be maintained now that vacant posts will be filled. The 15 day figure does not reflect the fact that some enquiries take longer because of their scale or nature.
- 33 enforcement cases were resolved in the quarter, well over the target of 30 for the quarter. 72% of enforcement enquiries were investigated (with a conclusion on whether there is a breach of planning control) within 30 working days, slightly below the target of 80%.
- Planning appeals: 6 appeals were determined in Quarter 3, with 3 allowed and 3 dismissed, one of which was a split decision but the appeal was dismissed on the key issue, so the overall figure has been recorded as 50%, below the 70 target. One of the appeals (Bank House Hathersage) resulted in an award of costs against the Authority. The decision was contrary to the officer recommendation. Officers are focussing on this matter in Planning training.
- The number of formal complaints remains low (2 in Development Management). One Development Management complaint (in Taddington) that had progressed to the Ombudsman found no maladministration, finding that the Authority had followed its own procedures correctly.

- Work on collecting feedback on the performance of the Planning Service from applicants and agents has been delayed or postponed during the last three quarters because the Planning Liaison Officer left the Authority in May. The new officer (Fi Todd) commenced work at the end of November and has organised an agents meeting and Parish Council training in the coming months.
- The Policy and Communities team continued to work with communities, particularly Saddleworth on proposals for a site near Greenfield and the Neighbourhood Plan.
- The focus on Community Planning has continued, with further work on the Bakewell Neighbourhood Plan. A community Facebook page and Community Grant scheme have also been launched.
- Data on satisfaction with first and second lines of enquiry was collected in Quarter 1: 53% rate overall advice service as Excellent, 25% rate overall advice service as Good, 4% rate overall advice service as Fair, and 18% rate overall advice service as Poor. This is a drop from the previous quarter and appears to reflect the difficulties in the Development Management service through staff absences and vacancies. These are likely to be resolved in Q4 as posts are filled.

**Issues arising and action to address:**

- a) **Our services, Indicator 7:** The percentage of appeals allowed is higher than the target at 50%, but with the exception of the Bank House Hathersage appeal, an analysis of individual decisions does not give any rise to any significant concerns about challenges to policy. The Bank House case underlines the importance of providing sound reasons for planning refusals; planning training for Members will focus on this. This is a measure for “poorly performing” authorities so it will be closely monitored.
- b) **Our services, Indicators 8 and 10d:** Performance on dealing with planning and other applications has improved in the quarter and is above government targets. However, staff vacancies and absences in the early part of the quarter and the previous quarters has resulted in a poorer performance on dealing with enquiries. However, the filling of vacant posts and the reduction in absence through long-term illness has resulted in a better performance than the previous quarter. This improvement should be maintained in Q4.
- c) **Our services, Indicator 9a:** The target for resolving enforcement enquiries cases was exceeded in Q3, although the speed of resolution was slightly below target. The Action Plan adopted in 2015-16, placing a greater focus on prioritising cases and then dealing with higher priority cases more quickly, is helping to address the backlog.
- d) **Our services, Indicator 10b:** Officers continue to work with Parishes, either through the PPP Forum or through individual parishes to understand their concerns. The appointment of the Planning Liaison Officer and the resulting recruitment in November means that progress is being made on liaison with parishes, with regular Bulletins being published and planning training organised for Parish Councils.

**Risks associated with this objective:** None

**Cornerstone 3: Our organisation**

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Develop and maintain appropriate standards of corporate governance	We will have implemented the new governance framework requirements as a public body.	GREEN
2. Implement our medium term financial plan	We will have clearly communicated the way in which our aspirations for the Peak District National Park, as set out in our Corporate Strategy, will be funded now and in the future.	GREEN
3. Develop key business processes underpinning the Corporate Strategy	We will have a single corporate register of the data we hold across the organisation.	GREEN

Corporate Indicator	Target 2017-18	Status at Q3
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	The External Auditor has confirmed that the Authority's Annual Governance Statement for 2016/17 complies with the guidance issued.

**Overview:**

During the third quarter of 2017/18, several important workshops were held with the Members of the Authority. The workshops covered a wide variety of topics including the Authority's financial health, asset management plans, National Park Management Plan update and identifying and agreeing our Corporate Priorities for 2018/19. Overall good progress continues to be made to achieve the 2017/18 priority actions relating to "Our Organisation".

**Progress against priority actions/indicator targets:**

- During the first quarter of 2017/18, an Annual Governance Statement was prepared and provided to KPMG (the Authority's External Auditors) for review. During Quarter 2 it was reported to the Audit Resources and Performance Committee (ARP) on 21st July 2017 that KPMG had confirmed that the Authority's Annual Governance Statement for 2016/17 complies with the guidance issued by CIPFA/SOLACE (Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives).
- A report recommending amendments to the ARP Committee's Terms of Reference to adopt the latest best practice governance guidance was considered by the Authority and approved at a meeting on 7th July 2017.
- Our Members' Representative Roles have been aligned with the National Parks 8-point plan published by the Department for Environment, Food and Rural Affairs (DEFRA) and were appointed to at the Annual General Meeting (AGM) on 7th July. We also welcomed a new Secretary of State Member to the Authority who has been through our induction programme.

- A Members Appointments Panel process was put in place to assist decision making at the AGM and a review of representation of Members on Outside Bodies was undertaken and approved and these roles were appointed to at the AGM.
- The members Strategic Advisory Group (SAG) was replaced by a Members Forum open to all Members which it is hoped will address a number of issues identified in the 2016 Member Survey.
- The Authority's 2016/17 financial accounts were presented to the ARP committee on 19th May 2017. KPMG reviewed the accounts and it was reported at the ARP Committee on 21st July 2017 that the Authority's external auditors had issued an unqualified audit opinion.
- KPMG have also completed their work to consider whether the Authority has suitable arrangements in place to ensure it takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes. For 2016/17, KPMG concluded that the Authority had arrangements in place to secure economy, efficiency and effectiveness and have issued an unqualified value for money opinion. This was reported to the ARP committee on 21st July 2017.
- A report relating to the Authority's Environmental Management Performance was approved by the ARP Committee on 15th September 2017. The Authority's performance continues to improve and a 24.9% reduction in carbon emissions has been achieved since the 2009/10 baseline year. The ARP Committee agreed that new targets will be established for the period from 2019 to 2024.
- Members approved the Authority's 2017/18 Performance and Business Plan on 26th May 2017. The plan was published on the Authority's website prior to the statutory deadline of 30th June 2017 and performance is being monitored quarterly.
- The 2017/18 Internal Audit plan was approved by Members on 19th May 2017. The plan is based upon an assessment of strategic, financial, regularity and operational risks. Internal audit work relating to performance management, procurement and risk management was undertaken in Q2 and the outcome of the work will be reported to the ARP Committee in January 2018.
- To support the creation of a single register of corporate data, specific officers have been identified in all service areas. These officers are being designated as Information Asset Owners (IAO). Training sessions are being provided and a framework has been developed to capture the data required to construct the corporate data register. New online courses are being created to raise awareness and provide training to employees who capture and process personal or confidential information.
- A Resource Management Meeting held on 19th July 2017 approved a business case to progress a large scale property maintenance programme to address the backlog of works across the Authority's property portfolio. The works will address all of the urgent items arising from condition surveys completed on high priority sites. It is anticipated that the programme will be completed in 2018/19.
- A report providing details of the Local Government Ombudsman (LGO) Annual Review of complaints for the period 1 April 2016 to 31 March 2017 was presented to the ARP Committee on 15th September 2017. The report did not raise any concerns about the Authority's performance.
- On 3<sup>rd</sup> October a workshop to engage partners in the development of the delivery plan for the 2018/2013 - National Park Management Plan (NPMP) was held at Thornbridge Hall. An update on the development of the new NPMP, including feedback on the recent consultation exercise was formally provided to the Authority on 6<sup>th</sup> October 2017.
- The Health and Safety Committee considered changes to the Authority's Health and Safety policy relating to intent, delivery and governance on the 9<sup>th</sup> October. A new appendix also seeks to identify all existing health and safety policies and includes the date the policy was last reviewed and a nominated individual lead officer. Approval to adopt the updated policy will be sought at the next Local Joint Committee meeting.

- A Resources Management Meeting (RMM) approved an updated Business Continuity Plan for the Authority on 17<sup>th</sup> October 2017 which takes into account changes in the organisation's structure and the use of new technology. The new Plan also provides for a PDNPA Emergency Response Team to be temporarily hosted at a neighbouring Authority's offices should access not be possible to Aldern House.
- On 20<sup>th</sup> October, a workshop was held with Members to identify and agree the Authority's Corporate Priorities for 2018/19. The updated Corporate Priorities were shared with Members at a subsequent workshop.
- A member workshop focusing on the financial health of the Authority took place on 24<sup>th</sup> November and covered annual revenue budgeting and large scale capital projects. The associated funding, accounting frameworks, approval processes and reporting timetables were also covered.
- In September, a number of Members attended the highly successful BogFest conference organised by the Moors for the Future Partnership (MFFP). The opportunity was taken to host a workshop for the Authority's Members where the future of the Partnership was discussed. The MFFP staff team are currently seeking business support from HLF to explore new fundraising opportunities.
- During the third quarter, RMM approved a report and associated action plan which seeks to prepare the Authority to meet the challenges of the forthcoming General Data Protection Regulations (GDPR). The plan includes the assignment of key roles and the provision of training. An update will be provided in April 2018.
- In November, the ARP committee considered the annual report of the Due Diligence Panel and the items that had been dealt with during the last twelve months were noted.
- Following a proactive analysis of the Property Support Team's draft work programme, RMM agreed in December to allocate temporary additional resources to the team in order to support planned development work across the Authority in 2018/19.
- The Members' Learning and Development Annual report and programme of events for 2018 was approved by the Authority with a target of 20 hours learning and development activity per Member.
- The commencement of a review of the Members' Allowance Scheme by an Independent Person, to be appointed by the Monitoring Officer, was approved by the Authority in December. The corresponding report will be considered by the Authority prior to the Annual General Meeting in July 2018.

**Issues arising and action to address:**

- None to report

**Risk implications:**

- Members approved a report at the ARP Committee on 19th May 2017 which set-out the Authority's Risk Register for 2017/18. The risk register will be reviewed on a regular basis throughout the financial year.



**Cornerstone 4: Our people**

Our Focus:	2017-18 priority actions	Progress (RAG)
1. Ensure the Authority shape is fit for the future	We will have a structure in place at all levels that fits our organisational design principles and supports our ability to deliver the Corporate Strategy.	GREEN
2. Retain, develop and recruit the right people in the right place at the right time, with the right resources	We will know the workforce profile in each service against the following areas:-	GREEN
3. Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters	-Skills resilience and gaps -Knowledge resilience and gaps -Hard to fill roles.	GREEN
	We will have used the staff survey feedback to gauge how well we are doing in living our organisational values and to identify improvements needed.	GREEN

Corporate Indicator	Target 2017 – 18	Status at Q3
<b>13. Employee engagement – based on new Staff Survey</b>	Baseline from Staff Survey in March 2017	64% (survey response)
<b>14. Implement recommendations of the 2016-17 Investors in People assessment</b>	Delivery of Action Plan	“People Matter – Action Plan” delivered September 2017
<b>15. Sickness levels*:</b>		
a) % of total time lost due to sickness	a) 2.3% quarterly 2.15% annually	a) 1.4% quarterly
b) Hours per FTE	b) 11.1h quarterly 44.4h annually	b) 6.76 hours quarterly
c i) Absence: sickness frequency rate **	c i) 25% quarterly 100% annually	c i) 25%
ii) Absence: individual sickness frequency rate (reported at Year-end) ***	ii) No target	c ii) 19.96
d) Value of total time lost (expressed as pay cost)	d) £26,750 quarterly £107,000 annually	d) £14,542 quarterly
<b>16) Staff turnover</b>	ACAS standard to be used (Range 9-15%)	5%

\* All sickness indicators should be considered together for a full understanding of the overall picture.

\*\* The absence frequency rate calculates the average number of periods of absence per employee as a percentage. It gives no indication of the length of each sickness absence period and no indication of employees who have taken more than one

period of absence. For example, an outturn of 100% means that, on average, there has been one absence for every one employee. For context, an outturn of 50% would mean that, on average, there has been one absence for every two employees.

\*\*\* This shows the proportion of staff that have had one or more spells of absence in the last year. A lower score indicates a smaller proportion of staff having time off. A higher score indicates a larger percentage of staff having time off. This score should be looked at in conjunction with 15 a), 15 b), 15 c) i) and 15 d).

### **Overview:**

During Quarter 3 work has continued to develop new and update existing workforce related policies and procedures to bring them up to date with current best practice. Progress on the implementation of the “People Matter – Action Plan” was reviewed jointly with Staff Committee and Unison representatives. Overall good progress continues to be made to achieve the 2017/18 priority actions.

### **Progress against priority actions/indicator targets:**

- In June 2017, the Senior Leadership Team approved a framework and related processes for the development of a comprehensive workforce plan. The plan will be developed in conjunction with Heads of Service as part of the Service Planning process for 2018/19.
- In line with the Authority’s updated business planning framework and associated timetable the Joint Performance & Achievement Review (JPAR) process commenced in December 2017. The JPAR documentation and guidance notes were also revised to collect additional information to support the development of the Authority’s workforce plan.
- Officers are supporting a multi-national park authority benchmarking exercise which is focusing on workforce issues and employment policies and practices. The results will inform the development of the Authority’s workforce plan.
- Consultation commenced in May 2017 with employees, Staff Committee and Unison representatives relating to a proposed restructuring within the Commercial Development and Outreach Directorate (CD&O). On 1st August 2017 a Resources Management Meeting (RMM) approved the proposed restructure and staff in the CD&O Directorate, UNISON and Staff Committee representatives were informed. Work is currently underway to populate the new structure.
- Following the 2017 Staff Survey, which was completed in March 2017, a Working Group with representatives from each Directorate, Staff Committee and Unison was formed to develop an action plan to address the issues identified in the survey. The “People Matter - Action Plan” was agreed with PDNPA Staff Committee and Unison representatives on 6th September and circulated to all staff on 11th September 2017.
- A joint performance review of the People Matter - Action plan was undertaken on 29th November with representatives of Unison and Staff Committee. It was noted that overall implementation progress was good and options to undertake a further staff survey will be considered in the final quarter of 2017/18.
- The Local Government Association has been engaged to develop an “Employee Benefits Package” which it is envisaged will support staff retention and future recruitment exercises. As part of this work, a Market Supplement Policy for the Authority has been developed and during Q2 consultation took place with the Senior Leadership Team, Operational Leadership Team and the

staff who are currently in receipt of a market supplement in addition to Staff Committee and Unison representatives. The new policy was approved by the Authority at a meeting held on 6th October 2017.

- During Q2, a review of the Authority's current Disciplinary Processes and related management guidance commenced. Any proposed changes will be the subject of appropriate consultation in due course.
- Resilience Coaching Sessions aimed at supporting individuals through change were offered to all staff during Q2. The take up has been good and the development sessions were delivered in Quarter 3.
- A review of the Authority's compliance against the Investors in People (IIP) standard was undertaken in Quarter 3. The inspection report subsequently received is very complimentary about the organisation's general approach and confirmed the Authority's IIP successful reaccreditation against the standard for a further eighteen months.

### **Issues arising and action to address:**

- In order to respond to changes in tax and operational arrangements all staff were informed in December 2017 of proposed changes relating to the use of vehicles. The majority of the proposed changes are due to implemented in April 2018, including revisions to the Authority's Travel and Subsistence scheme and will be the subject of consultation with Unison and Staff Committee representatives.

### **Risk implications:**

- None to report.